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SIS Promotion Ceremony
Monday, 14 July 1980

Recognize: Advancement into SIS largest ever--80 now, 129 total-- almost five times what it was in 1977. In part due retirements; in part particular emphasis on offering reasonable promotion opportunities in all areas of the Agency as far as reasonably possible.

A profile of the '80's:

- (1) Ages 37 to 59.
- (2) Years in Agency: 1 1/2 yrs. to 33 yrs.
- (3) Years as GS-15: 1 1/2 yrs. to almost 17 yrs.
- (4) 3 women representing 11 percent of those women considered.
- (5) 1 black representing 17 percent of those blacks considered.
- (6) 1 Hispanic representing 20 percent of those Hispanics considered.

Second group of entrants into SIS. Used special authority last October to establish an SIS.

Wanted to offer senior officers benefits and incentives comparable to those granted elsewhere Civil Service. 25 or 50%, depending on Congressional action, will be eligible for bonuses next November based on promotions measured against more specific goals/standards than ever before.

Entering a period of greater competition, greater opportunity and reward than the Agency and the U.S. Government have known.

In facing opportunity and challenge, the Agency always needed and had superior leadership. We are going to need as much or more in the '80's.

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We have turned the corner on public and governmental attitudes regarding the Agency and the profession. With that comes responsibilities. One is that the more freedom we have the more carefully we must judge for ourselves what risks are worth taking in the national interest. Another added responsibility is the more support we receive, the more will be expected of us--better collection, better analysis. The last thing we can do is rest on our laurels. Nice as it is to have our performance recognized more favorably than it has been over the past five or six years, the Agency and the intelligence profession are facing demanding new challenges.

One challenge is that of ever increasing sophisticated new technologies. This raises questions--How to afford? How to utilize in face of anticipated countermeasures available through other new technologies? Another challenge is that of facing up to new analytical techniques, e.g., computer-aided analysis, quantitative measures of political and social issues. Still another challenge is that of anticipating the needs of the future. Are arms control going to continue strong? Will energy and food analysis requirements expand? Will Indonesia and Brazil be the Irans, Saudi Arabias, and Zimbabwes that leaped out of the Third World to demand our attention? Or, if not, who?

Also, there is the challenge of inspiring and leading the fine youth who are coming into the Agency. Can we satisfy their different but equally valid idealism? Can we accommodate their large expectations for advancement, responsibility, and sense of contribution? Whether we meet these challenges of the decade of the '80's will in large measure be in your hands. As of today you must act and think in terms of what is good for the Agency, not

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DDO, DDA, OLC, or whatever. You will set the tone and standards that will determine the direction in which we go. Directors, Presidents, and Congressional committees will push or pull in one direction or another. You are the continuity. You are the inspiration for those below you and coming forward to replace you. You should be the source of change, innovation, adaptation that will be more necessary in this coming decade than in any of the past three that CIA has served our nation. You are to be congratulated warmly and should feel proud. You are also to be impressed by the responsibility that lies ahead and you should feel humble in the face of it. Most of all, you should feel exhilarated and challenged by the prospect that lies ahead, a prospect full of optimism and of opportunity.

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IC AWARDS CEREMONY

1530, Mon., 14 July 1980

Auditorium

National Intelligence Distinguished Service Medal

1)

- NIO Gen Purpose Forces Apr 79 - May 80
- Gen Purpose Forces - a real mixed bag of potential adversaries activities/policies - complex & important
- Impressive contribution despite short time as NIO
 - *broke new analytic ground - asked new questions - new focus
 - *broadened/deepened IC's look at Soviet Force readiness
 - *masterfully brought together & coordinated IC effort on these issues
- As my chief advisor in this area, can attest, assistance invaluable.

Next 8 Page(s) In Document Exempt

Restructive advisory groups?

Management

Policy-direction

Technical

Analysis

Discuss w/DDs

DCD Advisory Bd?

Pers talent search bd?

Planning

Can hire planners

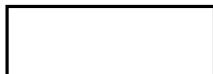
Or train

Advice

Consultants

HBS - Ted Leavitt

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Pers mgmt

Secret room

EEO

Women's organization

Lectures, etc.

Vent for energies

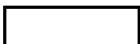
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Junior execs

Give more than can handle - humble

Problem that they're trained in Bus Schools to see issues from
CEO's point of view.

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Note #  goals that were to shift personnel

Persuasion

Details

Finger in pie w/o follow up -

Impact?

Expression of interest vs. danger of running loose or danger
of recognition that your interest isn't there

Setting goals w/senior execs

Awkward

School-bookish

Necessary

Develop profile cards on execs

[PAR?]

Immediate trng for some DDs

McMahon - HBS-AMP

Dirks - HBS-AMP/MIT

Goals mtg w/Frank on DCT/DRM

& w/DCT-DRM

Goals mtgs w/IC leaders?

1/2 da/wk on one or several of 4 goals

New crisis mgmt paper from Harry?

Harry's status?

Mtg w/Lehman-Clarke on crisis mgmt



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